

**EXHIBIT 16.1-4 — APPLICATION SERVICES LABOR
CATEGORIES**

1. PROGRAM MANAGER

Description: A Program Manager is responsible for the most complex projects. Complex projects are defined:

- Labor Costs greater than \$1,000,000 (excluding license or hardware costs) or
- Projects so designated by the GITM

This classification manages both internal and external project teams and interacts with County executives, County department heads, various County staff, and individuals of similar status from County vendors. This classification must have the ability to establish and maintain cooperative working relationships; use interdisciplinary teams effectively in the conduct of the project; speak effectively before large groups; reason logically and creatively and use a variety of analytical and research techniques to solve complex problems; be proficient in the use of cost and schedule tools; analyze situations and propose an effective course of action; analyze data; identify the need for and provide creative thinking related to complex problems, develop and evaluate alternatives; write thorough, credible, well-documented reports; work within tight deadlines. The Program Manager has full responsibility for the project, budget, schedule, project tasks and deliverables and may be the lead to the County vendors.

Experience: This classification must have a minimum of eight (8) years of broad and extensive project experience. At least four (4) years of that experience must have been in a lead capacity.

Education: This classification requires (1) the possession of (i) a baccalaureate or equivalent university degree and a minimum of 4,500 hours of project management experience within initiating, planning, executing, controlling, or closing processes within the last six (6) years, (ii) an associates degree and a minimum of 6,000 hours of project management experience within initiating, planning, executing, controlling, or closing processes, or (iii) a high school diploma or equivalent secondary school credential and a minimum of 7,500 hours of project management experience within initiating, planning, executing, controlling, or closing processes; and (2) PMP certification or contractor equivalent.

Work Products: Examples of work products include: Project Plan, Project Proposal, Statement of Work, Project Status Report, Client Program Review template, CTO review template, and Lesson Learned Document.

2. PROJECT MANAGER

Description: This classification manages both internal and external project teams and interacts with County executives, County department heads, various County staff, and individuals of similar status from a County vendor. This classification must have the ability to establish and maintain cooperative working relationships; use interdisciplinary teams effectively in the conduct of the project; speak effectively before large groups; reason logically and creatively and use a variety of analytical and research techniques to solve

complex problems; be proficient in the use of cost and schedule tools; analyze situations and propose an effective course of action; analyze data; identify the need for and provide creative thinking related to complex problems, develop and evaluate alternatives; write thorough, credible, well-documented reports; work within tight deadlines. The Project Manager has full responsibility for the project, budget, schedule, project tasks and deliverables and may be the lead to the County vendor.

Experience: This classification must have a minimum of five (5) years of broad and extensive project experience. At least two (2) years of that experience must have been in a lead capacity.

Education: This classification requires (1) the possession of (i) a baccalaureate or equivalent university degree and a minimum of 4,500 hours of project management experience within initiating, planning, executing, controlling, or closing processes within the last six (6) years, (ii) an associates degree and a minimum of 6,000 hours of project management experience within initiating, planning, executing, controlling, or closing processes, or (iii) a high school diploma or equivalent secondary school credential and a minimum of 7,500 hours of project management experience within initiating, planning, executing, controlling, or closing processes; and (2) PMP certification or contractors equivalent.

Work Products: Examples of work products include: Project Plan, Project Proposal, Statement of Work, Project Status Report, Client Program Review template, CTO review template, and Lesson Learned Document.

3. SYSTEMS ANALYST

Description: A Systems Analyst performs the elicitation, documentation, and analysis of requirements for the development, installation, implementation, procurement, or support of custom developed systems or third party developed systems. This classification must be able to analyze data and business processes, identify and solve problems, reason logically and draw valid conclusions; apply creative thinking in the design of methods of processing data; establish and maintain effective working relationships with others; communicate effectively verbally and in writing. The Systems Analyst will have general domain understanding of the overall County business and the specific department function.

Specific activities performed will include:

- Participates as an active participant in work groups and work sessions with business and technical representatives;
- Assists clients in articulating and defining their business requirements;
- Provide documentation of the business requirements;
- Utilizes experience in development methodologies, documentation and industry standards to define and develop business requirements and functional specifications; and
- Perform Business Risk Assessment analysis and support Project Manager in determining Project Risk and Risk Mitigation.

Experience: This classification must have a minimum of six (6) years experience in working on software application development projects. At least three (3) years of that experience must have been associated with application requirements management.

Education: This classification requires the possession of a (1) baccalaureate or equivalent university degree in management information systems, (2) associates degree with two (2) additional years experience in software development, or (3) high school diploma with four (4) additional years experience in software development.

Work Products: Examples of work products include: Requirements Document, Project Proposal, Requirements Traceability matrix, and Risk Management Plan.

4. SENIOR APPLICATION DEVELOPER

Description: A Senior Application Developer acts in a lead capacity on the most complex applications, and/or on the most complex data processing problems and can work independently.

A Senior Applications Developer has experience in electronic data processing systems study, design, and programming. This classification must have knowledge of electronic computer programming; electronic data processing equipment and its capabilities; principles and techniques of studying work processes for new or revised electronic computer applications; principles of designing methods of processing data; technical report writing; statistical methods. This classification must have the ability to write complex programs and develop detailed program specifications; analyze data and situations, reason logically and creatively, identify problems, draw valid conclusions, and develop effective solutions; apply creative thinking in the design and development of methods of processing data with electronic computers; establish and maintain cooperative working relationships with those contacted in the course of the work; speak and write effectively and prepare effective reports.

Experience: This classification must have a minimum of eight (8) years experience in working on software development projects.

Education: This classification requires the possession of (1) a baccalaureate or equivalent university degree in management information systems or computer science, (2) an associates degree with two (2) additional years experience in software development, or (3) a high school diploma with four (4) additional years experience in software development.

Work Products: Examples of work products include: Unit Test Plan, Computer Programs, Software Configuration Item List, and Root Cause Analysis Form.

5. APPLICATION DEVELOPER

Description: An Application Developer acts under general supervision, and can act in a lead capacity on application assignments, and/or on complex data processing problems and can work independently. An Application Programmer has experience in electronic data processing systems study, design, and programming. This classification must have knowledge of electronic computer programming; electronic data processing equipment and

its capabilities; principles and techniques of studying work processes for new or revised electronic computer applications; principles of designing methods of processing data; technical report writing; statistical methods. This classification must have the ability to write complex programs and develop detailed program specifications; analyze data and situations, reason logically and creatively, identify problems, draw valid conclusions, and develop effective solutions; apply creative thinking in the design and development of methods of processing data with electronic computers; establish and maintain cooperative working relationships with those contacted in the course of the work; speak and write effectively and prepare effective reports.

Experience: This classification must have a minimum of 3.5 years experience in working on software development projects. At least two (2) years of that experience must be in a single language unless technology precludes it.

Education: This classification requires the possession of (1) a baccalaureate or equivalent university degree in management information systems or computer science, (2) an associates degree with two (2) additional years experience in software development, or (3) a high school diploma with four (4) additional years experience in software development.

Work Products: Examples of work products include: Unit Test Plan, Computer Programs, Software Configuration Item List, and Root Cause Analysis Form.

6. APPLICATION DEVELOPER—ADVANCED TECHNOLOGY

Description: An Application Developer—Advanced Technology acts under general supervision, and can act in a lead capacity on application assignments, and/or on complex data processing problems and can work independently. This classification must have the minimum technical experience described in Table 2, or the then current version of Table 2 as updated annually by mutual agreement of County and Contractor. An Application Developer—Advanced Technology has experience in electronic data processing systems study, design, and programming. This classification must have knowledge of electronic computer programming; electronic data processing equipment and its capabilities; principles and techniques of studying work processes for new or revised electronic computer applications; principles of designing methods of processing data; technical report writing; statistical methods. This classification must have the ability to write complex programs and develop detailed program specifications; analyze data and situations, reason logically and creatively, identify problems, draw valid conclusions, and develop effective solutions; apply creative thinking in the design and development of methods of processing data with electronic computers; establish and maintain cooperative working relationships with those contacted in the course of the work; speak and write effectively and prepare effective reports.

Experience: This classification must have a minimum of five (5) years experience in working on software development projects. At least four (4) years of that experience must be in a single language, development environment, or ERP application functionality identified in Table 2.

Education: This classification requires the possession of (1) a baccalaureate or equivalent university degree in management information systems or computer science, (2) an associates degree with two (2) additional years experience in software development, or (3) a high school diploma with four (4) additional years experience in software development.

Work Products: Examples of work products include: Unit Test Plan, Computer Programs, Software Configuration Item List, and Root Cause Analysis Form.

Table 2 Technical Experience (minimum 1 technology)

ORACLE DEVELOPER SUITE	PEOPLETOOLS	ERP (I.E., ORACLE OR PEOPLESOFT) APPLICATION FUNCTIONALITY
C#.NET	J2EE/JAVA	Documentum

7. WEB DESIGNER

Description: A Web Designer acts under general supervision, and can act in a lead capacity on application assignments, and/or on complex data processing problems and can work independently. A Web Designer designs and builds web sites using a variety of graphics software applications, techniques, and tools. Designs and develops user interface features, site animation, graphics, and special effects elements. Contributes to the design efforts to enhance the look and feel of the organization’s on-line offerings and is considered proficient in graphic design elements and the presentation of content. Designs the website to support the organization’s strategies and goals relative to web communications. Requires understanding of web-based technologies and thorough knowledge of HTML, Photoshop, Illustrator, and/or other design related applications.

Experience: This classification must have a minimum of two (2) years experience in working on software development projects. At least one (1) year of that experience must be in web design.

Education: This classification requires the possession of (1) a baccalaureate or equivalent university degree in management information systems or computer science, (2) an associated degree with two (2) additional years experience in software development, or (3) a high school diploma with four (4) additional years experience in software development.

Work Products: Examples of work products include: Unit Test Plan, Computer Programs, Software Configuration Item List, Graphics, and Animation.

8. APPLICATION ARCHITECT

Description: An Application Architect provides technical direction to projects/tasks and is responsible for end-to-end system design. The Application Architect develops, communicates, maintains, and enforces the overall architecture of the information system-applications, data, and technical infrastructure. The system architect knows what the system pieces are and how they fit together. The Application Architect:

- Has a thorough understanding of business process design techniques and participates in the high-level business process design;
- Is a master of application architecture and leads the application architecture definition;
- Has a thorough understanding of entity modeling and participates actively in high-level entity modeling activities;
- Has a thorough understanding of platform architectures and network architectures (sizes hardware, determines platforms);
- Assess performance, tuning and capacity requirements to determine key technology decisions;
- Is responsible for the interrelated architectures of the computer system, that is, the integrity of design, communications, interfaces between application subsystems, and supporting databases;
- Oversees the activities of the Database Administrator and the Software Configuration Analyst;
- Has primary responsibility for all aspects of Architectural Engineering;
- Thoroughly understands testing and participates in the broader levels of test planning; and
- Ensures effective SCM across applications.

Experience: This classification must have a minimum of seven (7) years experience working on software development projects. At least three (3) years of that experience must be in end-to-end system design, modeling, and tuning.

Education: This classification requires the possession of (1) a baccalaureate or equivalent university degree or certificate in management information systems or computer science, (2) an associates degree with two (2) additional years experience in software development, or (3) a high school diploma with four (4) additional years experience in software development.

Work Products: Examples of work products include: Conceptual Architecture Diagram, Interface Design Document, System Architecture Study, Vendor Requirements Questionnaire, and Engineering Documents.

9. DATABASE ADMINISTRATOR

Description: A Database Administrator configures the Database Management System (DBMS) software, installs and configures the application database, defines file organization and indexing methods, and implements security procedures for specific user applications. The Database Administrator provides technical knowledge/expertise in the use of the DBMSs and provides table structure design, backup/restore/recovery processes and procedures, performance analysis and tuning, datafile sizing, upgrade/patch support, allocating storage, table space allocation, user account management, and may generate SQL scripts against the production/test/development databases to verify data.

Experience: This classification must have a minimum of six (6) years experience working as a Database Administrator.

Education: This classification requires the possession of (1) a baccalaureate or equivalent university degree or certificate in management information systems or computer science, (2) an associates degree with two (2) additional years experience in software development, or (3) a high school diploma with four (4) additional years experience in software development.

Work Products: Examples of work products include: Entity Relationship Diagram, and Data Backup Plan.

END OF SCHEDULE